

Per California Code of Regulations, title 2, section 548.5, the following information will be posted to CalHR's Career Executive Assignment Action Proposals website for 30 calendar days when departments propose new CEA concepts or major revisions to existing CEA concepts. Presence of the department-submitted CEA Action Proposal information on CalHR's website does not indicate CalHR support for the proposal.

A. GENERAL INFORMATION

1. Date

2021-05-28

2. Department

Housing and Community Development

3. Organizational Placement (Division/Branch/Office Name)

Division of Federal Financial Assistance/Federal Community Development

4. CEA Position Title

Assistant Deputy Director, Federal Community Development

5. Summary of proposed position description and how it relates to the program's mission or purpose.
(2-3 sentences)

Under the administrative direction of the Deputy Director (Exempt) of the Division of Federal Financial Assistance, the CEA will provide executive level policy and program guidance and oversight for development and implementation of HCD federally-funded programs including coordinating with partner state agencies, local government officials, and external stakeholders. The CEA will oversee program design, development and award processes for affordable housing and community development funding programs including federally funded Community Development Block Grants, Home Investment Partnerships Program, National Housing Trust Fund, and Emergency Services Grant programs. This position oversees the design and development of program policies, guidelines and regulations with statewide impact.

6. Reports to: (Class Title/Level)

Deputy Director, Division of Federal Financial Assistance (Exempt)

7. Relationship with Department Director (Select one)

- ☐ Member of department's Executive Management Team, and has frequent contact with director on a wide range of department-wide issues.
- ☒ Not a member of department's Executive Management Team but has frequent contact with the Executive Management Team on policy issues.

(Explain): The CEA collaborates with HCD's Executive Management regarding the development and implementation of policies and guidelines for multiple programs within the Division.

8. Organizational Level (Select one)

☐ 1st ☐ 2nd ☒ 3rd ☐ 4th ☐ 5th (mega departments only - 17,001+ allocated positions)

B. SUMMARY OF REQUEST

9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

Under the administrative direction of the Deputy Director, Division of Federal Financial Assistance, the incumbent will provide executive level policy and program guidance and oversight for development and implementation of HCD federally-funded programs including coordinating with partner state agencies, local government officials, and external stakeholders. Oversee program design, development and award processes for affordable housing and community development funding programs.

Oversee and direct a branch of professional staff responsible for design, implementation and administration of federally funded Housing and Community Development programs, including Home Investment Partnership Program (HOME), National Housing Trust Fund (NHTF), Community Development Block Grant (CDBG), and Emergency Shelter Grant (ESG) programs.

Create policy and evaluative framework for federally funded programs administered by the Department. Ensure that policies provide program accountability. Collaborate with the Legal Affairs Division, Housing Policy Development Division, and Division leadership on development and revision of the division's housing finance programs to ensure that statewide policy goals and federal mandates are met.

Direct the research and evaluation of application rating and ranking, feasibility review, awards, and standard agreement preparation for the State's federally funded programs. Oversee program design, guideline, and regulatory development, NOFA preparation, program review and evaluation. Evaluate, innovate and continuously improve processes, programs, and systems.

Develop program and policy management within the Division and facilitate cross-functional efforts to ensure compliance with new or existing legislative, regulatory and policy directives. This includes developing adequate process workflows, adjusting workload levels, developing and implementing performance metrics, and communicating management expectations to staff. Provide oversight and direction to the branch chiefs assigned to oversee the design, development, award and reporting of DFFA programs, and coordinate with other Assistant Deputy Directors.

Develop and implement policies and strategies, identify sensitivity policy issues, advise and make recommendations to the Deputy Director and other Department leadership. Advise and direct staff that provide policy analyses of legislation that affect division programs. Provide executive level briefings to the Deputy Director and Executive staff on program development issues. Represent the Deputy Director and Department at high-level stakeholder meetings, workshops and public events. Coordinate with and represent the department to control agencies and the Legislature on key program policy issues.

B. SUMMARY OF REQUEST (continued)

10. How critical is the program's mission or purpose to the department's mission as a whole? Include a description of the degree to which the program is critical to the department's mission.

- ☒ Program is directly related to department's primary mission and is critical to achieving the department's goals.
- ☐ Program is indirectly related to department's primary mission.
- ☐ Program plays a supporting role in achieving department's mission (i.e., budget, personnel, other admin functions).

Description: The programs under the purview of this CEA are critical to the department's mission to promote safe, affordable homes and strong, vibrant communities throughout California. The Division of Federal Financial Assistance is responsible for establishing program policies and guidelines and oversees the implementation of federally funded statewide programs. The scope of this CEA will be over federally funded programs including Community Development Block Grants, Home Investment Partnerships, National Housing Trust Fund, and Emergency Solutions Grant; totaling in the billions, and all which have a critical impact to the people of California.

The CEA will be responsible for high level oversight ensuring the completion, by the division, of program mission and goals for all federal resources and corresponding HCD programs that award loans and grants for the construction, acquisition, rehabilitation and preservation of affordable rental and ownership housing homeless shelters and transitional housing, public facilities, and infrastructure. This position will oversee the design and development of program policies, guidelines and regulations having an impact on affordable housing and homeless statewide.

By administering programs that provide grants and loans (from both state and federal housing programs), HCD creates rental and homeownership opportunities for Californians from all walks of life, including veterans, seniors, young families starting out, people with disabilities, farmworkers, and individuals and families who are experiencing homelessness. Over the last three decades, HCD has provided more than \$3 billion of funding for the development of affordable housing and associated infrastructure, but HCD's role does not end once the awards are made. Through long-term monitoring, HCD ensures the developments continue to provide safe and affordable homes, and that the homes remain well-maintained and financially sound. Establishing this CEA is a critical step in the department delivering on its mission while meeting state and federal regulation and compliance mandates.

B. SUMMARY OF REQUEST (continued)

11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

The Federal Programs Branch is primarily responsible for the design and implementation of federally-funded affordable housing programs including the development of program guidelines detailing the use and requirements of federal funding programs, issuance of Notices of Funding Availability, application review, funding recommendations, fund disbursement and monitoring. The scope and responsibility of the Division has significantly increased and future increases in funding and responsibility is anticipated in the coming fiscal years. The Division of Federal Financial Assistance was bifurcated from the State Division, effective February 1, 2021. With that, there was an increase in the amount of staff from other programs within the Division, as well as a significant increase in the development of new program guidelines.

The Federal Community Development Branch currently administers and monitors over 134 million dollars annually in programs designed to increase affordable housing and local assistance. With the addition of Federal CARES Act funding the branch received more than ten times annual allotment for Community Development Block Grants and Emergency Solutions Grants. With this increased funding came an increase in scope and responsibility for program implementation and monitoring.

The programs under this CEA are preparing for an influx in federal funding in upwards of one billion dollars through federal legislation, and the proposed federal budget. The National HOME program is anticipating an increase from the 50 million currently allocated to 500 million. The National Housing Trust Fund allotment is also expected to grow from the current allocation of 45 million to potentially 130 million. Additionally, under the new HOME American Rescue Plan Act, the branch will be taking on a new program and new funding of up to 157 million.

Based on the current budget projections from the Federal Government, including the proposed six trillion dollar budget and the Federal Infrastructure Package with another two trillion dollars of available funding, these programs will see an expected increase over the next few years of over six times the current allotments totaling 130 million dollars, to a total of over 750 million dollars. This requires continuous development of program guidelines and policies, to support the needs of the public, and the mission and vision of the department.

With allocations nearing one billion dollars, it is imperative that an executive level manager provide the leadership required for the development of policies of the units, addressed above, while establishing and implementing these new programs, along with existing programs. This growth in federal resources and the need for responsible stewardship and the need to elevate the attention to those resources, requires an CEA level position to manage and implement this work. Failure is not an option for these programs within this administration.

C. ROLE IN POLICY INFLUENCE

12. Provide 3-5 specific examples of policy areas over which the CEA position will be the principle policy maker. Each example should cite a policy that would have an identifiable impact. Include a description of the statewide impact of the assigned program.

The CEA will design and implement policies and guidelines for multiple programs within the Division of Federal Financial Assistance (DFFA). Will be the principle policy maker in the development of multiple policy areas, including but not limited to resources coming to the department from the federal Department of Housing and Urban Development (HUD), including but not limited to the Community Development Block Grant (CDBG), National Housing Trust Fund, Emergency Solutions Grant (ESG), and the HOME Investment Partnerships Program.

This policy development includes creating policy in regard to the development and processing of loans and funding availability providing people of California access and opportunity to homeownership. The CEA will create policy and evaluative framework for federally funded programs administered by the Department and ensure that policies and regulations provide for program accountability. Will collaborate with the Department's Legal Affairs Division, Housing Policy Development Division, and Executive and Division leadership on development and revision of the division's housing finance programs to ensure that statewide policy goals and federal mandates are met.

The CEA will oversee, assign, monitor and evaluate policy development for DFA federally funded Housing and Community Development (HCD) loan and grant programs; identify the impact of proposed state and federal regulations and policies on program services and ensure that the concerns of constituent groups are adequately addressed. This policy development includes establishing program eligibility, types of assistance, funds availability, and program guidelines. This program has an impact on homelessness, and supports the Homelessness program which promotes safe and affordable housing, which is aligned with the departments mission.

The CEA will provide guidance and ensure compliance with changing legislative, regulatory and policy related directives related to affordable housing and community development programs at the State and federal levels. The statewide policies created and managed by this CEA will have an impact of the states ability to receive federal funding that is critical to meeting the challenges California faces in affordable housing and homelessness, as well as the departments ability and resources to meet its mission to promote safe, affordable homes and vibrant, inclusive, sustainable communities for all Californians.

C. ROLE IN POLICY INFLUENCE (continued)

13. What is the CEA position's scope and nature of decision-making authority?

Possess full authority to make commitments on behalf of the Deputy Director (exempt), and the Department regarding the programs under their purview. The authority level for this position exceeds that of senior management levels in that the position will have full level of authority and makes decisions with statewide impact. This position will engage in project management activities which expand across organizational lines to ensure proper reporting and compliance at both the state and federal levels. Responsible for extensive managerial and program administration with substantial responsibility for the formulation, operation, and/or evaluation of statewide federally-funded program policies. Responsible for the daily operation of Federal Community Development and will possess full authority to make commitments on behalf of the Department regarding all functions within the programs under their purview.

The CEA will oversee, assign, monitor and evaluate policy development for DFFA federally funded Housing and Community Development (HCD) loan and grant programs; Identify the impact of proposed state and federal regulations and policies on program services and ensure that the concerns of constituent groups are adequately addressed. Responsible for the high level oversight ensuring the completion, by the division, of program mission and goals for all federal resources and corresponding HCD programs that award loans and grants for the construction, acquisition, rehabilitation and preservation of affordable rental and ownership housing homeless shelters and transitional housing, public facilities, and infrastructure, and the development of jobs for workers with lower-incomes.

The CEA will be responsible for completion of assignments and special projects from the Governor's Office and the Business, Consumer Services and Housing Agency, U.S. Department of Housing and Urban Development on a wide range of politically sensitive housing and community and economic development issues with the review and approval of the Director and Deputy Director. The incumbent will function as primary liaison for the Department with local government, housing developers, consultants, and other interested parties related to federal housing program policy and development.

Responsible for developing and implementing the rules and policies for the HCD programs that utilize federal resources to promote affordable housing for targeted groups of Californians. Federal Programs include all resources coming to the department from the federal Department of Housing and Urban Development (HUD), including but not limited to the Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), and the HOME Investment Partnerships Program. Provides guidance and ensures compliance with changing legislative, regulatory and policy related directives related to affordable housing and community development programs. Will lead a variety of administrative functions consisting of fiscal operations, accounting and business services including policy formulation and the principles, practices and methods of federal accountability.

The decisions of the CEA will have a direct impact on the attainment of HCD's mission and the success of Federal Programs housing, infrastructure, and economic development programs.

14. Will the CEA position be developing and implementing new policy, or interpreting and implementing existing policy? How?

The CEA will be developing and implementing new policies as the Department and DFFA continue to develop programs that support affordable housing and sustainable communities. Policies are continuously developed to process applications and award over millions and soon to be billions in funding for the various federal programs.